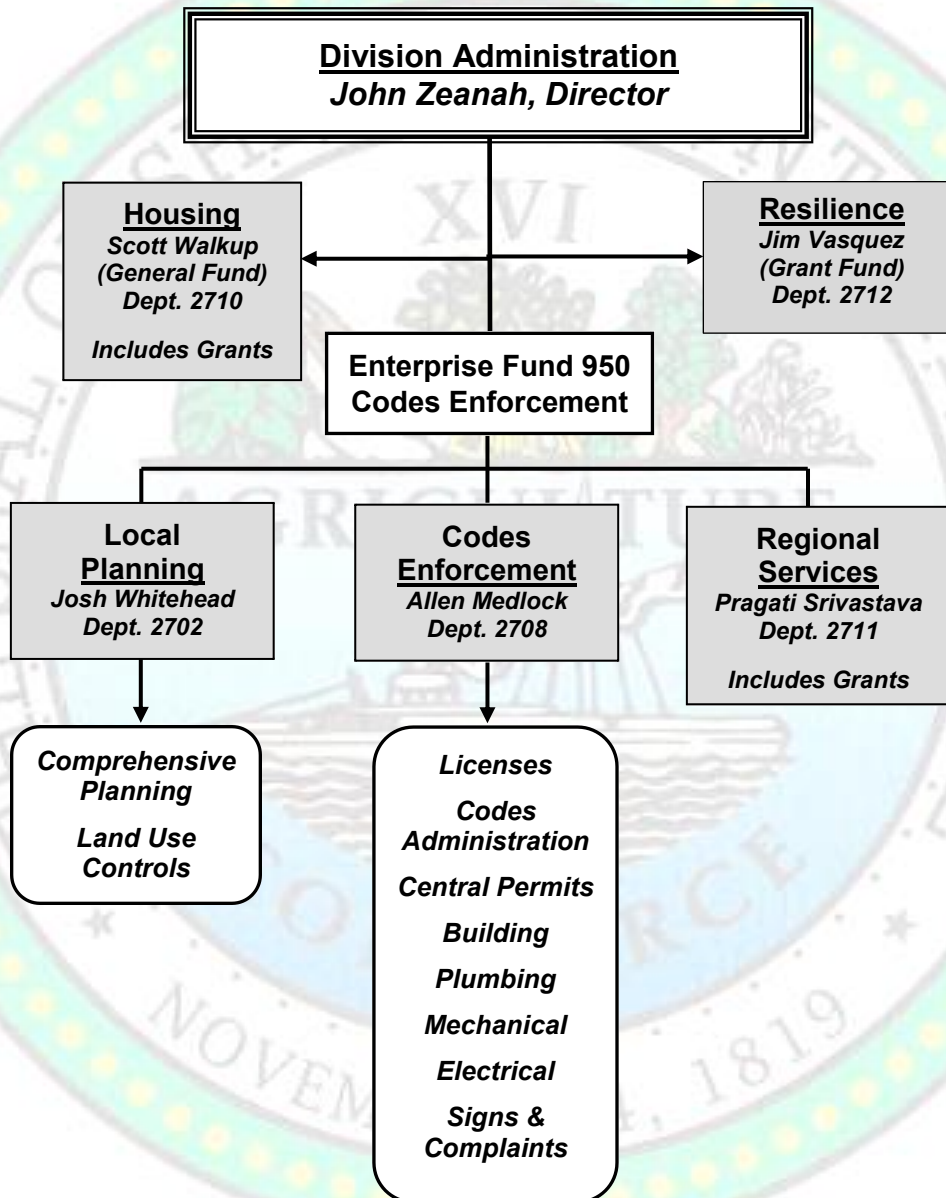


PLANNING & DEVELOPMENT

Division Organizational Chart by Program





PLANNING & DEVELOPMENT

Division Overview FY19

DIVISION MISSION STATEMENT:

Planning and Development is a joint agency serving both the City of Memphis and Shelby County with the mission of developing plans and programs that will result in thriving, livable neighborhoods, better job opportunities, enhanced human potential, and safe and efficient buildings. The Division supports the following County goals:



Protect and Promote Public Safety

[2-g] Ensure the safety of public buildings and neighborhoods through enforcement of construction code and zoning regulations.



Protect and Promote Environmental Quality

[4-a] Provide and support programs that protect natural resources and promote a livable environment.

[4-b] Develop and implement programs and policies that promote regional sustainability for air and water quality.

[4-c] Enforce or strengthen local codes and ordinances that regulate maintenance of structures, lots and land use to preserve the quality of neighborhoods and prevent blight.



Promote Economic Development and a Healthy Economy

[5-b] Strengthen partnerships with other municipal, state and federal governments to develop cooperation and mutual support in economic development and neighborhood revitalization efforts.

[5-d] Coordinate agency programs that address issues of poverty and economic/ housing insecurity within the county.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

2710 Housing [General Fund] – To create affordable housing and housing rehabilitation assistance and other projects that directly benefit low-income residents within the Shelby County Urban County designation. Provides down payment assistance to low to moderate income homebuyers and oversees Fair Housing Act programs, referrals, and discrimination complaints. Executes grant initiatives such as the Community Development Block Grant Funds, HOME Entitlement Grant Funds, and the Lead Based Paint Hazard Control Grant.

2701 Director – To provide fiscal oversight in managing the budget and human resources of the division and efficiently directing resources to fulfill the division mission. Promotes sustainability through planning and projects focused on efficient and resilient practices related to energy efficiency, recycling and waste, planning and green space, transportation and environmental quality.

2702 Local Planning – To provide local and regional planning and use of land that will enhance the quality of life for all age groups. Provide impact studies for growth and development of the geographic topography of the City and County; a conduit for Community Redevelopment funding and activities; and assists in proposed Zoning and Subdivision Regulation legislation.

2708 Codes Enforcement – To provide a safe and secure environment through the enforcement and administration of Construction Code standards and zoning regulations. Issues and maintains contractor eligibility for building, plumbing, mechanical, and electrical permits and licenses. Performs inspections and reviews construction plans and projects to ensure compliance with code regulations.



PLANNING & DEVELOPMENT

Division Overview FY19

2711 Regional Services – To encourage and promote the development of a balanced, efficient and affordable regional transportation system to meet the needs of people and goods moving within and through the region, while minimizing the effects of transportation-related air pollution. Develops and maintains long-range economically sound and environmentally safe multimodal transportation plans and networks for people and goods. Programs federal transportation allocated to the region.

2712 Resilience Department – To provide construction of resilience designs in floodways to protect residents and areas of Shelby County from the future impact of natural disasters related to flooding and the creation of a Regional Resilience Plan to direct future disaster planning and recovery efforts.

Service Level Measurements

		FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimate
Housing					
	Approved Down Payment Assistance Loans	140	168	128	120
	Lead Hazard Reduction Units Assisted	70	55	13	45
	Low Income Homeowner Rehabilitations	35	35	11	35
	Outreach Conferences/Workshops/Seminars	120	120	242	300
Local Planning & Growth					
	# of Land Use Cases				
Building Permits					
	# of Residential Building Permits Issued	4236	3733	4099	4530
	# of Commercial Building Permits Issued	3069	2753	2922	3020
	Average # of Permits per Inspector	1224	1206	1235	1409



The Construction Codes Building is located at 6465 Mullins Station Rd., Memphis, TN 38134. It houses Code Enforcement inspectors and some of the Land Use, Zoning, and Planning staff.



PLANNING AND DEVELOPMENT

John Zeanah, Director

FY19 Budget Highlights

BUDGETARY ISSUES/TRENDS:

The Codes Enforcement Fund is an Enterprise Fund dependent on revenue generated from services. Growth in the economy projects a positive outlook for commercial construction permits in the coming year while housing construction maintains current levels. Fund balance has been impacted by a GAAP accounting rule that now requires that OPEB obligations be recorded for enterprise funds.

REVENUE SOURCES:

- Codes Enforcement is supported by fees, licenses, and permits generated by services provided and inspections performed. The current revenue structure has not been changed since FY16 and is evaluated periodically to evaluate potential increases or to identify opportunities for enhanced enforcement operations.
- The City of Memphis and the County share equally in providing any additional financial support as needed to sustain operations.

CODES ENFORCEMENT FUND 950

<u>Codes Enforcement</u>	<u>FY17 Actual</u>	<u>FY18 Amended</u>	<u>FY19 Proposed</u>	<u>FY19-18 Var</u>
Revenue	(10,599,699)	(10,162,486)	(10,952,790)	(790,304)
Total Personnel	9,701,067	9,570,151	9,933,742	363,591
O&M	1,441,662	1,711,479	2,087,978	376,499
Transfer to/from Grants	206,924	400,040	431,070	31,030
Other Financing Sources & Uses	(10,659)	-	-	-
Transfer from General Fund	(1,500,000)	(1,519,184)	(1,500,000)	19,184
Net Operations	(760,705)	-	-	-
FTE Count	116.0	116.0	117.0	1.0

CHANGES TO MAJOR CATEGORIES:

- **Revenues:** Primary revenue source of Fees & Permits reflects increase in residential and commercial construction projects in FY19; Codes Enforcement Fund includes City/County contribution of \$1.5 million each.
- **Salaries/FTE:** FY19 salaries reflect one FTE moving to Codes from General Funds/Grants and 3% general increase, County benefits rates and health insurance elections.
- **O&M:** Includes approximately \$339K funding for new Accela software system. This software allows Codes to more efficiently serve users across multiple agencies and provides a web-based customer portal for developers, builders, contractors and the general public.

GRANT FUNDS – account for 69% of Division operations. FY19 grant funding is \$26.9 million, a decrease of \$3.4 million from prior year:

- Resilience Grant Fund less than FY18 by \$3.3 million due to start-up costs and contracts with partners in FY18. Some contracts will carry over in FY19.
- CDBG (Community Development Block Grant) Disaster Recovery grant ended in FY18.
- Housing Grants reduced overall by \$348,836; Transportation Grants increased \$285,039.
- FTE count for grants is 25.6 positions, a decrease of 1.4 FTEs due to end of the CDBG Disaster Recovery grant (1 FTE) and moving a position to Codes Enforcement (.4 FTE).

GENERAL FUND – Housing department aids low-income families with housing down payment and Fair Housing Act programs. This department accounts for 1% of Division operations. FTE count decreased by .6 due to moving a position to Codes Enforcement.

FTE Position Count Planning & Development

All Funds

Fund	Dept	Dept Description	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Adopted	FY18-19 Change
GENERAL FUND								
010	2710	Housing	5.0	5.0	4.0	4.0	3.4	(0.6)
TOTAL POSITIONS - GENERAL FUND			5.0	5.0	4.0	4.0	3.4	(0.6)
ENTERPRISE FUND								
950	2701	Director & Staff	6.0	6.0	6.0	6.0	6.0	-
950	2702	Local Planning	12.0	12.0	12.0	13.0	13.0	-
950	2708	Codes Enforcement	98.0	98.0	98.0	97.0	98.0	1.0
TOTAL POSITIONS - ENTERPRISE FUND			116.0	116.0	116.0	116.0	117.0	1.0
GRANT FUNDS			24.0	23.0	25.5	27.0	25.6	(1.4)
TOTAL POSITIONS - ALL FUNDS			145.0	144.0	145.5	147.0	146.0	(1.0)

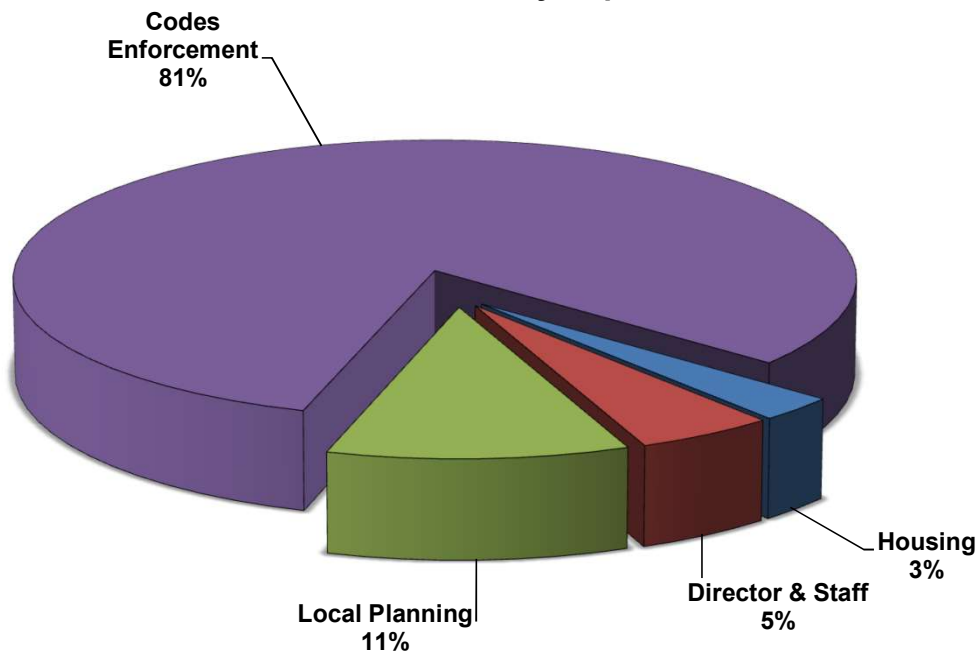
FY16 - One position deleted (120582) from Grant Fund #205.

FY17 - Moved one (1) position from General Fund to Grant Fund #228, with offsetting changes to salary reimbursements.
Resilience Grant began operations in mid-year with 3 FTE that accounted for 1.5 FTE change at end of year.

FY18 - Grant Funds - increased 1.5 FTE reflecting a full year's operation of Resilience Grant.

FY19 - Codes Enforcement - increased 1 FTE reflecting Position (950233) moving from Housing to Codes Enforcement.
Position was allocated 0.6 to General Fund and 0.4 to Grant 114. Grants Coordinator Position (090595) deleted when Housing Grant 322 ended.

FTE Positions by Department



Prime Accounts Planning & Development

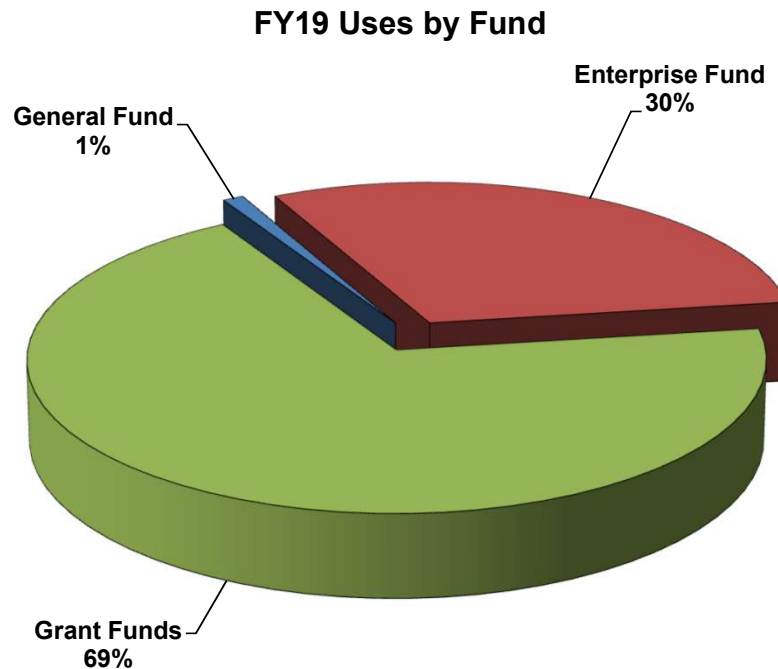
All Funds

Acct	Description	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Amended	FY19 Adopted
43 - Intergovernmental Revenues-State of		(2,129,396)	(1,272,788)	(1,299,891)	(6,645,509)	(4,695,607)
44 - Intergovernmental Revenues-Federal &		(7,206,237)	(6,249,822)	(4,699,983)	(24,730,235)	(23,366,598)
45 - Charges for Services		(14,310)	(28,267)	(18,908)	(18,450)	(19,000)
46 - Fines, Fees & Permits		(8,459,759)	(8,390,660)	(9,151,405)	(8,925,917)	(9,687,863)
47 - Other Revenue		(237,685)	(459,821)	(235,900)	(105,000)	(46,000)
48 - Investment Income		(104,104)	(111,855)	(91,263)	(55,000)	(81,000)
Revenue		(18,151,492)	(16,513,214)	(15,497,350)	(40,480,111)	(37,896,068)
51 - Salaries-Regular Pay		7,267,792	7,281,849	7,337,434	8,539,739	8,771,764
52 - Salaries-Other Compensation		17,314	494,332	107,726	93,444	93,443
55 - Fringe Benefits		2,209,827	2,684,027	4,076,676	3,569,605	3,618,955
56 - Vacancy Savings		0	0	0	(44,763)	(96,149)
Salaries & Fringe Benefits		9,494,933	10,460,208	11,521,837	12,158,026	12,388,013
60 - Supplies & Materials		131,364	118,577	150,677	224,695	232,599
64 - Services & Other Expenses		2,570,920	2,076,711	1,302,569	4,128,208	4,098,244
66 - Professional & Contracted Services		3,079,967	3,753,119	2,453,947	16,701,975	7,624,783
67 - Rent, Utilities & Maintenance		61,012	60,730	62,710	83,150	88,420
68 - Interfund Services		1,017,422	967,246	1,072,094	1,297,684	1,381,046
70 - Capital Asset Acquisitions		208,650	141,898	60,184	8,920,000	15,050,000
79 - Depreciation Expense		(95,392)	19,672	68,390	0	0
Operating & Maintenance		6,973,944	7,137,952	5,170,571	31,355,711	28,475,092
94 - Other Sources & Uses		0	0	(10,659)	(62,500)	(62,500)
Other Financing Sources		0	0	(10,659)	(62,500)	(62,500)
Expenditures		16,468,877	17,598,160	16,681,748	43,451,237	40,800,605
99 - Planned Use of Fund Balances		0	0	0	(1,001,000)	(1,001,000)
Planned Fund Balance Change		0	0	0	(1,001,000)	(1,001,000)
Planned Fund Balance Change		0	0	0	(1,001,000)	(1,001,000)
96 - Operating Transfers In		(210,958)	(2,128,228)	(1,719,654)	(1,983,585)	(1,995,431)
Operating Transfers In		(210,958)	(2,128,228)	(1,719,654)	(1,983,585)	(1,995,431)
98 - Operating Transfers Out		396,075	343,228	228,084	464,401	495,431
Operating Transfers Out		396,075	343,228	228,084	464,401	495,431
Net Transfers		185,117	(1,785,000)	(1,491,570)	(1,519,184)	(1,500,000)
Planning & Development Total		(1,497,498)	(700,053)	(307,173)	450,941	403,537

Sources and Uses by Fund Type
Planning & Development Division

All Funds

<u>FUND NAME:</u>	FY19 SOURCES OF FUNDS			FY19 USES OF FUNDS		NET OPERATIONS	
	REVENUE & OTHER SOURCES	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND 010 - General Fund	(2,500)	-	-	341,676	64,361	403,537	1%
ENTERPRISE FUND 950 - Codes Enforcement	(10,952,790)	(1,500,000)	-	12,021,720	431,070	-	30%
GRANT FUNDS	(27,003,278)	(495,431)	(1,001,000)	28,499,709	-	-	69%
ALL FUNDS TOTAL	(37,958,568)	(1,995,431)	(1,001,000)	40,863,105	495,431	403,537	100%



The Planning and Development Division has two major revenue sources: State and Federal grant funds and fees generated from Construction Codes Enforcement services.

Net Expenditures By Department*
Planning & Development

All Funds

Fund	Dept	Dept Description	FY15 ACTUAL	FY16 ACTUAL	FY17 ACTUAL	FY18 AMENDED	FY19 ADOPTED
GENERAL FUND							
010	2710	Housing	401,810	380,159	359,233	450,941	403,537
GENERAL FUND TOTAL			401,810	380,159	359,233	450,941	403,537
ENTERPRISE FUNDS							
950	2701	Director - Plan & Development	(2,745,493)	(2,425,198)	(970,225)	(2,132,702)	(1,992,287)
950	2702	Local Planning	631,971	570,669	637,064	883,650	901,422
950	2708	Codes Enforcement	(5,174)	510,523	(471,609)	997,660	804,278
950	2711	Regional Services	(9,618)	90,478	44,065	251,393	286,587
ENTERPRISE FUNDS TOTAL			(2,128,314)	(1,253,528)	(760,705)	-	-
GRANT FUNDS TOTAL			229,007	173,316	94,299	-	-
PLANNING & DEVELOPMENT TOTAL			(1,497,498)	(700,053)	(307,173)	450,941	403,537

**Includes all Sources and Uses of Funds*

**Prime Accounts
Planning & Development**

General Fund

Acct	Description	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Amended	FY19 Adopted
46 - Fines, Fees & Permits		(4,850)	(2,350)	(2,250)	(5,000)	(2,500)
Revenue		(4,850)	(2,350)	(2,250)	(5,000)	(2,500)
51 - Salaries-Regular Pay		216,975	220,703	215,173	231,880	197,658
52 - Salaries-Other Compensation		0	4,764	3,730	4,668	4,668
55 - Fringe Benefits		85,085	79,862	78,909	93,798	78,116
Salaries & Fringe Benefits		302,060	305,329	297,813	330,346	280,441
60 - Supplies & Materials		6,358	5,454	5,689	7,700	7,700
64 - Services & Other Expenses		1,389	3,041	1,675	2,725	2,725
68 - Interfund Services		32,704	26,343	35,147	50,810	50,810
Operating & Maintenance		40,450	34,838	42,511	61,235	61,235
Expenditures		342,510	340,167	340,323	391,580	341,676
98 - Operating Transfers Out		64,150	42,342	21,160	64,361	64,361
Operating Transfers Out		64,150	42,342	21,160	64,361	64,361
Net Transfers		64,150	42,342	21,160	64,361	64,361
Planning & Development Total		401,810	380,159	359,233	450,941	403,537

Prime Accounts Planning & Development

Enterprise Fund

Acct	Description	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Amended	FY19 Adopted
44 - Intergovernmental Revenues-Federal &		(1,399,844)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
45 - Charges for Services		(14,310)	(28,267)	(18,908)	(18,450)	(19,000)
46 - Fines, Fees & Permits		(8,333,789)	(8,268,396)	(9,027,011)	(8,634,036)	(9,416,790)
47 - Other Revenue		(56,387)	(1,974)	(3,237)	0	(1,000)
48 - Investment Income		(5,076)	(12,268)	(50,542)	(10,000)	(16,000)
Revenue		(9,809,406)	(9,810,904)	(10,599,699)	(10,162,486)	(10,952,790)
51 - Salaries-Regular Pay		5,956,004	5,998,783	6,037,528	6,710,318	7,035,495
52 - Salaries-Other Compensation		17,314	468,343	91,309	77,226	77,226
55 - Fringe Benefits		1,690,772	2,202,460	3,572,230	2,827,370	2,917,170
56 - Vacancy Savings		0	0	0	(44,763)	(96,149)
Salaries & Fringe Benefits		7,664,090	8,669,585	9,701,067	9,570,151	9,933,742
60 - Supplies & Materials		95,610	104,417	131,653	135,295	136,700
64 - Services & Other Expenses		70,446	(42,596)	114,871	162,607	217,343
66 - Professional & Contracted Services		147,691	130,246	137,270	191,700	530,533
67 - Rent, Utilities & Maintenance		55,057	58,419	58,277	71,350	67,300
68 - Interfund Services		602,859	715,813	871,017	1,060,527	1,136,102
70 - Capital Asset Acquisitions		208,650	100,935	60,184	90,000	0
79 - Depreciation Expense		(95,392)	19,672	68,390	0	0
Operating & Maintenance		1,084,921	1,086,905	1,441,662	1,711,479	2,087,978
94 - Other Sources & Uses		0	0	(10,659)	0	0
Other Financing Sources		0	0	(10,659)	0	0
Expenditures		8,749,011	9,756,490	11,132,070	11,281,630	12,021,720
96 - Operating Transfers In		(1,399,844)	(1,500,000)	(1,500,000)	(1,519,184)	(1,500,000)
Operating Transfers In		(1,399,844)	(1,500,000)	(1,500,000)	(1,519,184)	(1,500,000)
98 - Operating Transfers Out		331,925	300,886	206,924	400,040	431,070
Operating Transfers Out		331,925	300,886	206,924	400,040	431,070
Net Transfers		(1,067,918)	(1,199,114)	(1,293,076)	(1,119,144)	(1,068,930)
Planning & Development Total		(2,128,314)	(1,253,528)	(760,705)	0	0

Prime Accounts Planning & Development

Grant Funds

Acct	Description	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Amended	FY19 Adopted
43 - Intergovernmental Revenues-State of		(2,129,396)	(1,272,788)	(1,299,891)	(6,645,509)	(4,695,607)
44 - Intergovernmental Revenues-Federal &		(5,806,393)	(4,749,822)	(3,199,983)	(23,230,235)	(21,866,598)
46 - Fines, Fees & Permits		(121,120)	(119,914)	(122,144)	(286,881)	(268,573)
47 - Other Revenue		(181,298)	(457,848)	(232,663)	(105,000)	(45,000)
48 - Investment Income		(99,028)	(99,587)	(40,721)	(45,000)	(65,000)
Revenue		(8,337,235)	(6,699,959)	(4,895,402)	(30,312,625)	(26,940,778)
51 - Salaries-Regular Pay		1,094,814	1,062,364	1,084,734	1,597,541	1,538,611
52 - Salaries-Other Compensation		0	21,226	12,687	11,550	11,549
55 - Fringe Benefits		433,969	401,705	425,536	648,438	623,669
Salaries & Fringe Benefits		1,528,783	1,485,294	1,522,957	2,257,529	2,173,830
60 - Supplies & Materials		29,397	8,706	13,335	81,700	88,199
64 - Services & Other Expenses		2,499,086	2,116,265	1,186,022	3,962,876	3,878,176
66 - Professional & Contracted Services		2,932,276	3,622,873	2,316,677	16,510,275	7,094,250
67 - Rent, Utilities & Maintenance		5,955	2,311	4,433	11,800	21,120
68 - Interfund Services		381,860	225,090	165,930	186,347	194,134
70 - Capital Asset Acquisitions		0	40,964	0	8,830,000	15,050,000
Operating & Maintenance		5,848,573	6,016,209	3,686,398	29,582,997	26,325,879
94 - Other Sources & Uses		0	0	0	(62,500)	(62,500)
Other Financing Sources		0	0	0	(62,500)	(62,500)
Expenditures		7,377,356	7,501,503	5,209,355	31,778,026	28,437,209
99 - Planned Use of Fund Balances		0	0	0	(1,001,000)	(1,001,000)
Planned Fund Balance Change		0	0	0	(1,001,000)	(1,001,000)
Planned Fund Balance Change		0	0	0	(1,001,000)	(1,001,000)
96 - Operating Transfers In		1,188,886	(628,228)	(219,654)	(464,401)	(495,431)
Operating Transfers In		1,188,886	(628,228)	(219,654)	(464,401)	(495,431)
Net Transfers		1,188,886	(628,228)	(219,654)	(464,401)	(495,431)
Planning & Development Total		229,007	173,316	94,299	0	0

The Division of Planning & Development is largely funded through federal, state and local grants. Major initiatives include:

Local Planning

- The Tree Bank is a fund set up to receive monies from owners or developers who are unable to successfully plant and maintain trees on the site under development, with such monies to be used for planting and maintaining public trees under a planning process administered by the Office of Planning and Development (OPD). The funds are used to reasonably regulate and control the clearing of tree and wood vegetation and to encourage the planting of new trees.

Economic Development – Sustainability

- Provide community development funding for economic initiatives for minority, women, and local businesses.

Housing

- All grants are federal grants provided directly to Shelby County from the U.S. Department of Housing and Urban Development. Funds are used to provide decent, safe and sanitary housing, better neighborhoods, communities and lead-safe homes for low to moderate-income households. The Community Development Block Grant (CDBG) and Home Entitlement funds are annual entitlement grants limited to the urban county serviced area. The Federal Lead Based Paint grant is a competitive grant limited to use in homes throughout Shelby County, with children under the age of 6, containing lead-based paint hazards.

Regional Services

- Grants are Federal Thru State funds for the Memphis Metropolitan Planning Areas. Tennessee Department of Transportation (TDOT) is the primary source of funding. The funds are used to fund transportation planning projects outlined in the Unified Planning Work Program (UPWP). The second source of funding is Federal Thru State from the Mississippi Department of Transportation (MDOT). These funds are used for transit planning activities and transportation planning projects outlined in the UPWP.

Resilience

- A Community Development National Disaster Resilience (CDBG-NDR) Grant from the U.S. Department of Housing and Urban Development designed to provide construction of resilience designs in floodways to protect residents and areas of Shelby County from the future impact of natural disasters related to flooding and the creation of a Regional Resilience Plan to direct future disaster planning and recovery efforts. Flood control project areas are the Big Creek Area (Millington, Wolf River Watershed (Raleigh/Frayser), and South Memphis (Cypress Creek).

Grant Program Detail for FY19**Planning & Development**

<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
	<u>Department: 2702 Local Planning</u>	
405	Tree Bank	\$ 5,000
	Department Total	\$ 5,000
	<u>Department: 2706 Sustainability</u>	
875	Economic Development Grant (Interest Income)	\$ 20,000
	Department Total	\$ 20,000
	<u>Department: 2710 Housing</u>	
114	Community Development Block Grant- HUD	\$ 2,269,107
144	Home Entitlement - HUD	688,590
229	Federal Lead Based Paint	1,765,515
232	MAAG THDA Emergency Repair Grant	60,000
600	Down Payment Assistance Program - Assistance Funds	550,000
601	Down Payment Assistance Program - Admin & Operation	313,573
	Department Total	\$ 5,646,785
	<u>Department: 2711 Regional Services</u>	
382	Transportation Planning TDOT	\$ 2,080,607
387	Transportation Planning MDOT	789,911
423	MDOT Section 8/Rideshare Planning	5,000
	Department Total	\$ 2,875,518
	<u>Department: 2712 Resilience Department</u>	
297	Resilience Grant Fund	\$ 18,393,475
	Department Total	\$ 18,393,475
	DIVISION TOTAL	\$ 26,940,778
	Other: Programs funded from non-revenue sources:	
875	Economic Development Grant (Use of Fund Balance)	\$ 1,000,000
133	Housing Rehabilitation & Assistance (Gain on Sale of Fixed Assets)	\$ 62,500
	Total	\$ 1,062,500

HUD = Housing and Urban Development

TDOT = Tennessee Department of Transportation

MAAG = Memphis Area Association of Governments

THDA = Tennessee Housing Development Agency

MDOT = Mississippi State Department of Transportation

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